MULTIMEDIA UNIVERSITY

STUDENT ID NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 1, 2019/2020

BPM3014 – PROJECT MANAGEMENT

(All sections / Groups)

24 OCTOBER 2019
9.00 a.m – 11.00 a.m
(2 Hours)

INSTRUCTIONS TO STUDENTS

(a) This question paper consists of **TWELVE (12)** printed pages excluding cover page with **TWO (2)** sections only.

(b) Answer **ALL** questions in **BOTH** sections.

SECTION A: MULTIPLE CHOICE QUESTIONS (60 Marks)

1. Which of the following is not a project competing constraint?
   a. Budget
   b. Procurement
   c. Risk
   d. Resource

2. Which of the following is a classical organizational structure?
   a. Functional
   b. Projectized
   c. Composite
   d. Matrix

3. You are the project manager of GHY Project for your company and you're working with the key project stakeholders to define the requirements of the project. One of the stakeholders mentions that there are industry standards, but there are also regulations for the project to consider. What is the difference between a standard and a regulation?
   a. A standard is optional; regulations are not
   b. A standard is not optional; a regulation may be
   c. A standard is rarely optional; regulations are never optional
   d. A standard is a guideline; a regulation is a request

4. Erin is a new project manager who is working toward her CAPM. She has been assigned a small project in her organization, but she feels that she could use some additional training, coaching and mentoring. Where will a project manager most likely get project management mentoring?
   a. Project Management International
   b. The American Society for Quality
   c. The project management office
   d. Subject matter experts

5. Project team members are most likely to work full-time on a project in which of the following organizational structures?
   a. Functional
   b. Weak matrix
   c. Strong matrix
   d. Projectized

6. Of the following, which is the logical order of the project management processes?
   a. Initiating, planning, monitoring and controlling, executing, closing
   b. Initiating, planning, executing, monitoring and controlling, closing
   c. Planning, initiating, monitoring and controlling, executing, closing
   d. Planning, initiating, executing, monitoring and controlling, closing

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7. What process is concerned with providing forecasts to update current cost information?
   a. Monitor and Control Project Work
   b. Project Management Information System
   c. Close Project or Phase
   d. Direct and Manage Project Work

8. Which of the following would not be considered an Enterprise Environmental Factor during the Develop Project Charter Process?
   a. Scope Statement
   b. Organizational infrastructure
   c. Governmental standards
   d. Marketplace conditions

9. While managing a project, you have included the product acceptance criteria in the Quality Management Plan. While reviewing your plan, a senior manager asks you to reconsider this. You then realize that what you have done is incorrect. Where should you place the product acceptance criteria?
   a. Project Charter
   b. Change control process
   c. Project Scope Statement
   d. Scope Verification Plan

10. Project scope management is primarily concerned with defining and controlling _____.
   a. What is and is not included in the project
   b. What is and is not included in the product
   c. Changes to the project scope
   d. Changes to the configuration management system

11. Which of the following is not a Group Creativity Technique used in the Collect Requirement process?
   a. Nominal group technique
   b. Pareto chart
   c. Mind mapping
   d. Affinity diagram

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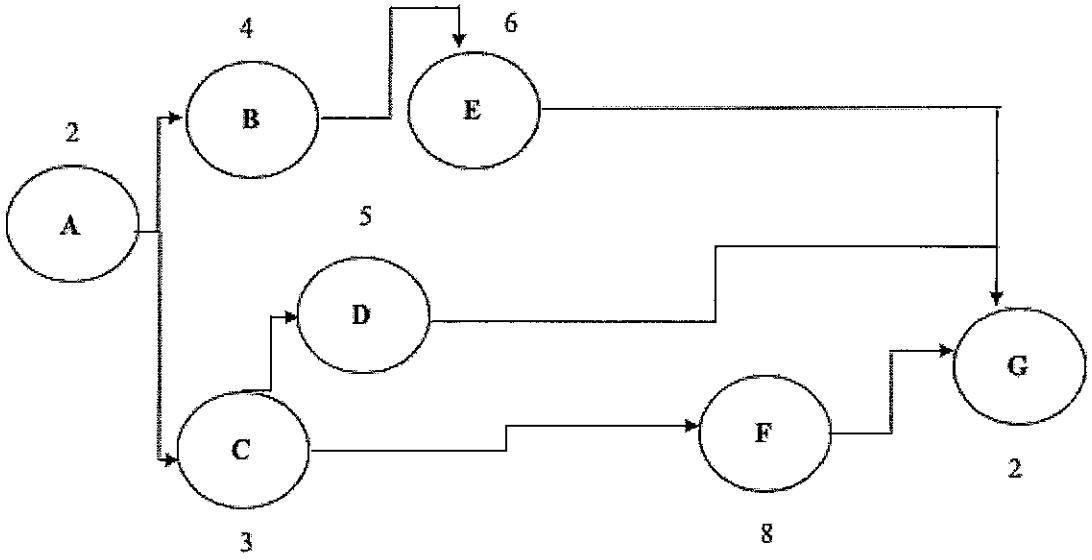
12.



You are the project manager for your organization, and the following illustration represents your project. Based on the above illustration, how long will the project last?

a. 15 days
b. 12 days
c. 14 days
d. 41 days

13. Consider a project that is to begin work on a Monday and a project team that will not work any weekends. The critical path of the project is 17 days. On what day of the week will the project be completed?

a. Monday
b. Tuesday
c. Wednesday
d. Thursday

14. A technique that iterates the project schedule many times to calculate a distribution of possible project completion dates is called:

a. Monte Carlo Analysis
b. Monteford analysis
c. Pareto Cost chart
d. Deming Analysis

Continued...

15. You are using a three-point estimate for your project. Howard reports that his optimistic estimate is 16 hours, his most likely estimate is 24 hours, and the pessimistic estimate is 65 hours. What is the estimated duration for Howards's activity?

a. You won't know until Howards actually does the work
b. 105 hours
c. 24 hours
d. 35 hours

16. You are the project manager of the BHG Project. Your BAC is RM600,000. You have spent RM270,00 of your budget. You are now 40 percent done with the project, though your plan called for you to be 45 percent done with the work by this time. What is your CPI?

a. 100
b. 89
c. 0.89
d. 0.79

17. You are the project manager for a consulting company. Your company has two possible projects to manage, but they can only choose one. Project WQQ is wroth RM217,000. While Projectt LB is worth RM229,000. Management elects to choose Project LB. The opportunity cost of this choice is which one of the following?

a. RM12,000
b. RM217,000
c. RM229,000
d. Zero, because project LB is worth more than Project WQQ

18. A project is estimated to cost RM50,000 with a timeline of 50 days. After 25 days, the project manager finds that 50% of the project is complete and actual costs are RM50,000. What is the Cost Performance Index (CPI)?

a. The CPI is 1
b. The CPI is 1.5
c. The CPI is 2
d. The CPI is 0.5

19. Which of these are not inputs to the Determine Budget process?

a. Cost baseline, requirements traceability matrix
b. Project schedule, agreements
c. Basic of estimates, activity cost estimates
d. Project schedule, resource calendars

Continued...

20. A project had a budget of RM750,000 and was completed on time. The project expenses, however were 15 percent more than what the project called for. What is earned value of this project?
    a. Impossible to know – not enough information
    b. RM112,500
    c. RM637,500
    d. RM750,000

21. You have just started a project for manufacturer. Project team members report they are 30 percent complete with the project. You have spent RM25,000 of the project's RM250,000 budget. What is earned value for this project?
    a. 10 percent
    b. RM75,000
    c. RM25,000
    d. Not enough information to know

22. A variance threshold for costs or other indicators to indicate the agreed amount of variation allowed is called:
    a. Upper specification limit
    b. Control threshold
    c. Upper control limits
    d. Cost overrun

23. What is the process of random selection and inspection of a work product?
    a. Control Charting
    b. Flow Charting
    c. Statistical Sampling
    d. Benchmarking

24. Juan is the project manager for his organization and he's asked Beth, a project team member, to help him create a fishbone diagram. Beth doesn't know what this is and asks for your help. A fishbone diagram is the same as a(n) _____ diagram.
    a. Ishikawa
    b. Pareto
    c. Flow
    d. Control

25. Which of the following tools is used during Trend Analysis?
    a. Decision Tree Analysis
    b. Scatter Diagram
    c. Earned Value Analysis
    d. Cause and Effect Diagram

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26. Management has approached Tyler, one of your project team members. Tyler is a database administrator and developer whose work is always on time, accurate, and of quality. He also has a reputation of being "good guy" and is well liked. Because of this, management has decided to move Tyler into the role of a project manager for a new database administration project. This is an example of which of the following?

a. Management by exception
b. The halo effect
c. Management by objectives
d. McGregor's Theory of X and Y

27. Which of the following is not a tool and technique of the Plan Human Resource Management process?

a. Organizational theory
b. Networking
c. Organization charts
d. Rewards and recognition

28. Conflict management is a tool and technique of which of the following?

a. Control Procurements
b. Identify Stakeholders
c. Close Project or Phase
d. Manage Project Team

29. You are the project manager for the JGI Project. You have 32 stakeholders on this project. How many communication channels do you have?

a. Depends on the number of project team members
b. 496
c. 32
d. 1

30. You are reviewing a project with Tom, a new project manager. While discussing the communication requirements with Tom, you find that he has an impression that a project with N stakeholders has N communication channels. You are aware that this is wrong. What is the right answer?

a. No of channels = n(n+1)/2 where n = number of stakeholders
b. No of channels = (n+1)*(n-1)/2 where n = number of stakeholders
c. No of channels = n(n-1)/2n where n = number of stakeholders
d. No of channels = n(n-1)/2 where n = number of stakeholders

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31. You are the project manager for the KLN Project. You had 19 stakeholders on this project and have added three team members to the project. How many more communication channels do you have now compared with before?
    a. 171
    b. 231
    c. 60
    d. 1

32. What percentage of a message is sent through nonverbal communications, such as facial expressions, hand gestures, and body language?
    a. Greater than 50 percent
    b. 30 to 40 percent
    c. 20 to 30 percent
    d. 10 to 20 percent

33. You are the project manager for the PMU Project. Your project has 13 members. You have been informed that next week your project will receive the seven additional members your requested. How many channels of communication will you have next week?
    a. 1
    b. 78
    c. 190
    d. 201

34. A project initially starts out with three stakeholders, but the number increases to seven during the course of the project. How many channels does the project manager need to manage now?
    a. 18 channels
    b. 10 channels
    c. 21 channels
    d. 7 channels

35. A project risk is a (n) _____ occurrence that can affect the project for good or bad.
    a. Known
    b. Potential
    c. Uncertain
    d. Known unknown

36. Which of these is a valid response to negative risks and not to positive risks?
    a. Exploit
    b. Mitigate
    c. Enhance
    d. Share

Continued...

37. You are presented with the following table:

Risk Event	Probability	Impact Cost/Benefit	Ex(RM)V
1	0.20	-4,000	
2	0.50	5,000	
3	0.45	-300	
4	0.22	500	
5	0.35	-4,500	
6			

What would Risk Event 6 be, based on the following information: Marty is 60 percent certain that he can get the facility needed for RM45,000 which is RM7,000 less than what was planned for.

a. 0.60, 45,000, 27,000
b. 0.60, 52,000, 31,200
c. 0.60, 7,000, 4,200
d. 0.60, -7000, -4,200

38. If a project has a 60% chance of a RM100,000 profit and a 40% chance of a RM100,000 loss, the expected monetary value of the project is:

a. RM20,000 profit
b. RM40,000 loss
c. RM100,000 profit
d. RM60,000 loss

39. You are presented with the following table:

Risk Event	Probability	Impact Cost/Benefit	EMV
1	0.20	-4,000	
2	0.50	5000	
3	0.45	-300	
4	0.22	500	
5	0.35	-4,500	

What is the EMV for Risk Event 3?

a. RM135
b. -RM300
c. RM45
d. -RM135

Continued...

40. You are the project manager of KLJH Project. This project will last two years and has 30 stakeholders. How often should risk identification take place?
    a. Once at the beginning of the project
    b. Throughout the execution process
    c. Throughout the project
    d. Once per project phase

41. Frances is the project manager of the LKJ Project. Which of the following techniques will she use to create the risk management plan?
    a. Risk tolerance
    b. Status meetings
    c. Planning meetings
    d. Variance meetings

42. A table of risks, their probability, impact, and a number representing the overall risk score is called a _____.
    a. Risk table
    b. Probability-impact matrix
    c. Quantitative matrix
    d. Qualitative matrix

43. Which of these is not an input to the Control Procurement process?
    a. Agreements
    b. Change requests
    c. Work performance data
    d. Work performance reports

44. Once the code is written, you estimate you will spend RM3000 per month updating the software with client information, government regulations, and maintenance. A vendor has proposed to write the code for your company and charge a fee based on the number of clients using the program every month. The vendor will charge you RM5 per month per user of the web-based accounting system. You will have roughly 1200 clients using the system per month. However, you will need an in-house accountant to manage the time and billing of the system, so this will cost you an extra RM1200 per month. How many months will you have to use the system before it is better to write your own code than to hire vendor?
    a. 3 months
    b. 4 months
    c. 6 months
    d. 15 months

Continued...

45. Different types of contracts are appropriate for different types of purchases. Which of these is not one of the three broad categories of contracts?
    a. Cost-reimbursable
    b. Time and Material
    c. Fixed-price or lump-sum
    d. Fixed-assessment

46. Your project has 45 stakeholders as of today. You have just learned that next week 29 new stakeholders will be joining the project. How many more communication channels will you have next week?
    a. 406
    b. 990
    c. 1711
    d. 2701

47. Gordon is currently developing his project's stakeholder management strategy. All enterprise environmental factors should be considered during this process. Which of the following enterprise environmental factors should receive particular attention during this process?
    a. Project templates
    b. Lesson learned from past similar projects
    c. Commercial database
    d. The organization's culture and structure

48. What type of communication is happening in a meeting with several stakeholders exchanging ideas?
    a. Interactive
    b. Push-Pull
    c. Conferring
    d. Cooperative

49. Of the following, which one achieves customer satisfaction?
    a. Cultural issues
    b. Ethical issues
    c. Organizational issues
    d. Political issues

50. You are about to begin negotiations on a new project that is to take place in another country. Which of the following should be your guide on what business practice are allowed and discouraged?
    a. The project charter
    b. The project plan
    c. Company policies and procedures
    d. The code of Ethics and Professional Conduct

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SECTION B: STRUCTURED QUESTIONS (40 Marks)

There are TWO (2) questions in this section. Candidates must answer BOTH questions.

Question 1

Monica has successfully completed her tenth big budget project. Thus, she had been entrusted by the Chief Project Officer to take over the management of the struggling Phoenix Project. The project is already halfway through execution. Reviewing the project management plan, she found out that the project's WBS is not aligned with the project management plan and the 100% rule was ignored. Monica revised the WBS and proceeded to updating the schedule. Following are the old and new project details; discuss the differences brought in by Monica in terms of the network diagrams and the project's critical paths (verify the critical paths);

Old Project Details:

Activity	Duration (Man Days)	Predecessor
A	5	-
B	10	A
C	12	A
D	13	B, C
E	6	B, C, D
F	25	A
G	2	E, F

New Project Details:

Activity	Duration (Man Days)	Successor
A	5	B, C, D, F
B	8	E
C	10	F
D	15	E
E	8	G
F	20	H
G	2	I
H	6	I
I	3	-

(20 Marks)

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Question 2

You are assisting Monica in the Phoenix Project, after the analysis of the changes made earlier, you realised that the new schedule will not meet the agreed project completion deadline specified in the charter. Following are the information relating to the project, identify how much it would cost (per day) to crash each activity in the schedule.

- Determine the total cost for crashing the project till the all crash mode.
- The project duration specified in the charter is 40 days. Monica decided not to request for change in the charter to the new duration according to the new WBS. In the contract late delivery penalty is RM2500/day and early delivery bonus is RM1500/day. In the budget the allocated contingency reserve is RM15000. What would you suggest to Monica?

Activity	Normal Time	Crash Time	Normal Cost	Crash Cost	Crash Cost / Day
A	5	5	500	500	
B	8	5	700	1000	
C	10	6	12000	16000	
D	15	15	11510	11510	
E	8	7	3989	5989	
F	20	10	2500	13000	
G	2	2	250	250	
H	6	4	75	225	
I	3	2	20	80	

(20 Marks)

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